

# **Juvenile Justice Crime Prevention Act (JJCPA)**

A graphic featuring a yellow map of California centered within a white circle. The circle is set against a blue square background with black curved corners. The entire graphic is placed on a grey marble-textured background.

Spotlight on  
County Success

## **Annual Report**

**2005**



***California Board of Corrections***

*Juvenile Justice*

*Crime Prevention Act*

**Annual Report to the Legislature**

**March 2005**

**Board of Corrections  
600 Bercut Drive  
Sacramento, CA 95814  
[www.bdcorr.ca.gov](http://www.bdcorr.ca.gov)**

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### CORRECTIONS PLANNING AND PROGRAMS DIVISION

**Karen Stoll**, *Deputy Director*

### FACILITIES STANDARDS AND OPERATIONS DIVISION

**Jerry Read**, *Acting Deputy Director*

### STANDARDS AND TRAINING FOR CORRECTIONS DIVISION

**Shelley Montgomery**, *Deputy Director*

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# EXECUTIVE SUMMARY

The Juvenile Justice Crime Prevention Act (JJCPA) created a funding source for local juvenile justice programs that have proven effective in curbing crime and delinquency among at-risk youth and young offenders (Government Code Section 30061 et seq.). In 2003-04, this initiative supported 187 collaborative programs implemented in 56 counties to address locally identified needs in the continuum of responses to juvenile crime.

The JJCPA requires the Board of Corrections (BOC), as the administering agency, to submit annual reports to the Legislature on the: 1) overall effectiveness of the statutorily required local planning process; 2) program expenditures; and 3) results on six juvenile justice outcomes. This third annual report addresses each of these issues and, for the first time, shines the spotlight on one JJCPA program in each participating county.

**Local Planning Process:** The JJCPA required counties to establish and maintain a multi-agency Juvenile Justice Coordinating Council for the purpose of developing and annually updating a comprehensive plan that documents the condition of the local juvenile justice system and outlines proposed efforts to fill identified service gaps. Council members, who typically meet on a monthly or quarterly basis to review program progress and evaluation data, continue to report a great deal of satisfaction with this planning process.

**Program Expenditures:** By June 30, 2004, participating counties had expended or encumbered 99.8% of the nearly \$116.3 million allocated for the third year of the JJCPA. Local programs served 106,055 at-risk youth and young offenders in 2003-04, which translates into a per capita cost to the State (JJCPA funds) of \$1,112.81. Considering there were 98,703 participants in the first year of the JJCPA, with a per capita cost of \$1,201.53, the numbers for 2003-04 clearly demonstrate the counties' commitment to providing cost-effective services to as many at-risk youth and young offenders as possible.

**Juvenile Justice Outcomes:** The results for the six statutorily mandated outcomes indicate that the JJCPA programs, as a whole, are making a significant difference in curbing juvenile crime and delinquency. For example, the analysis of outcomes for juveniles receiving program services compared to juveniles in a comparison reference group shows that:

- An average of 24.2% of program juveniles were arrested for new offenses compared to 30.9% of reference group juveniles;
- An average of 27.6% of program juveniles completed probation compared to 22.5% of reference group juveniles; and
- An average of 46.4% of program juveniles completed court-ordered community service compared to 36.9% of reference group juveniles.

Results reported for individual programs, both in terms of juvenile justice and other outcomes (e.g., school attendance and academic performance, gang involvement, and alcohol/drug-related problems), also underscore the positive impact the JJCPA continues to make on juvenile crime and delinquency in communities throughout California.

# AN OVERVIEW OF THE PROGRAM

The most recent statistics published by the California Department of Justice indicate that the number of juveniles arrested for felonies and misdemeanors dropped in 2003, continuing a decline in arrests that began in the mid 1990s. While there is no single explanation for this trend, it coincides with legislative initiatives that reduced the involvement of at-risk youth in the juvenile justice system, in part by restructuring the way local jurisdictions approach the problem of juvenile crime (e.g., the Juvenile Challenge Grant Program and Repeat Offender Prevention Program). Due in large measure to the success of these initiatives, the Legislature passed the Juvenile Justice Crime Prevention Act (JJCPA), which provided a funding source and the guiding framework for implementing, sustaining, and/or expanding programs based on strategies that have proven effective in responding to juvenile crime and delinquency (Chapter 353, Statutes of 2000).

## ■ Program Funding and Framework

Under the JJCPA, the State Controller's Office distributes funds on a per capita basis to counties. In 2003-04, the period covered by this annual report, the Legislature appropriated \$116.3 million to the JJCPA. The programmatic framework for the JJCPA seeks to maximize the impact of these public dollars on public safety. In developing this framework, lawmakers focused on research pointing to the effectiveness of crime prevention efforts that incorporate three key principles: 1) local planning; 2) multi-agency collaboration; and 3) program evaluation.

**Local Planning:** By including a requirement for local planning, the JJCPA enables counties to determine their service needs and implement juvenile justice strategies that fit local conditions. To receive funds, each county was required to develop a comprehensive plan that included an assessment of existing resources targeting at-risk youth, juvenile offenders and their families as well as a local action strategy for addressing identified gaps in the continuum of responses to juvenile crime and delinquency. Each year, counties must review and, if necessary, modify their plans.

**Multi-agency Collaboration:** To ensure coordination and collaboration among the various entities serving at-risk youth, the JJCPA entrusted development of the local plan to a Juvenile Justice Coordinating Council chaired by the chief probation officer of each county and

*"The only way to effectively address rehabilitation of minors who have committed violations of the law and also have serious mental health problems is a multi-team approach to service all areas of need. The WINGS program gives the court the necessary tools to deal with such minors."*

Honorable Anthony Anderson  
Juvenile Court Judge  
Shasta County

comprised of specified members, including representatives of law enforcement and criminal justice agencies, the board of supervisors, social services, education, mental health and community-based organizations. These agencies must also collaborate, to the extent possible, in providing integrated services to program participants. Community-based organizations (CBOs) are a critical partner in the delivery

of services. In 2003-04, for example, counties utilized a total of 227 CBOs to strengthen collaborative services to juveniles and their families

**Program Evaluation:** In addition to requiring that funded programs be based on strategies that have proven effective in curbing juvenile delinquency, the JJCPA requires counties to collect and report information on annual program expenditures and juvenile justice outcomes. At the local level, these evaluation activities enable stakeholders to assess progress toward desired goals, refine their programs, and target available resources. These evaluation efforts also enable the Legislature to monitor the investment the State has made in the JJCPA and assess its overall impact on juvenile crime and delinquency.

***“The demonstrated improvement in outcomes achieved by this program highlights the need to provide gender-based treatment for young women in the criminal justice system. Continuing this important funding stream is essential to delivering a comprehensive treatment approach.”***

Stephanie Lewis  
Chief Probation Officer  
Orange County

### ■ Program Administration and Technical Assistance

The Legislature charged the BOC with administering the JJCPA and reporting annually on: 1) the overall effectiveness of the local planning process; 2) program expenditures for each county; and 3) six statutorily mandated outcome variables (arrest, incarceration and probation violation rates as well as probation, restitution, and community service completion rates).

***“This program has a huge impact on getting kids back to class and curbing behavior problems.”***

Marie Miller  
Assistant Superintendent, Pupil Services  
Victor Elementary School District

In administering the JJCPA, BOC staff has worked closely with the chair and members of the Juvenile Justice Coordinating Councils in both developing and updating their comprehensive juvenile justice plan, which must be approved by the BOC each year

before counties may begin spending their JJCPA funds. This effort includes extensive technical assistance, at the request of counties, in identifying and documenting programmatic strategies that have proven effective in reducing juvenile crime, determining appropriate evaluation designs for the proposed programs, and problem-solving on issues related to program implementation and evaluation.

BOC staff also monitors program activities and evaluation results to ensure that counties are complying with statutory requirements and to offer suggestions for continued improvement in the delivery of effective corrections programs.

# STATEWIDE EVALUATION

This section of the report focuses on three topics that must be addressed in the BOC's statewide evaluation of the JJCPA: 1) the effectiveness of the local planning process; 2) program expenditures; and 3) results on six juvenile justice outcomes.

## ■ Local Planning Process

The counties' Chief Probation Officers and other members of the Juvenile Justice Coordinating Councils continue to report a great deal of satisfaction with the JJCPA planning process. In addition to noting that juvenile justice planning has become more strategic, integrated and outcome-oriented, council members have underscored the value of sharing information regarding youth programs across the many disciplines involved in the JJCPA programs.

## ■ Program Expenditures

As shown in the Statewide Allocation and Expenditure Summary (Appendix A), the 56 counties participating in the JJCPA program expended 99.8% of the funds allocated by the State Controller's Office in the third year (\$116,000,663 of \$116,284,337). The summary also shows that counties spent \$2,018,607 in interest earned on State funds while in special county accounts and \$19,346,909 in non-JJCPA funds to support program activities. Although not statutorily required, the infusion of these local resources demonstrates the counties' commitment to the goals of the JJCPA and significantly leverages the State's investment in deterring youth from criminal activity.

A total of 106,055 minors participated in JJCPA programs during the reporting period. As shown in the Statewide Summary of Average Per Capita Program Costs (Appendix B), this translates into an average cost to the State (JJCPA funds) of \$1,112.81 per minor.

## ■ Juvenile Justice Outcomes

The last component of the statewide evaluation focuses on six legislatively mandated outcomes: arrest, incarceration and probation violation rates; and probation, restitution, and community service completion rates. The data collected by counties on these six variables clearly indicate that the JJCPA is having the intended effect of curbing juvenile crime and delinquency in California. In addition to summarizing these results, this section examines the impact of the JJCPA programs on countywide juvenile arrest rates, and provides results on outcomes identified by counties as important in preventing juvenile crime (e.g., school attendance and achievement).

**Results for Mandated Outcomes:** For each outcome variable, counties must specify a goal (e.g., whether the program will increase, decrease, or have no effect on the arrest rate) commensurate with the focus of the program and target population. For most outcomes, counties assess their progress by comparing the results for participating minors and a reference group (i.e., participants prior to entering the program, prior program participants, juveniles comparable to those who received program services, or some other external reference group). The length and timing of the evaluation periods vary from program to program. For example, one program might compare the arrest rate of participants for the three-month period prior to program entry with their arrest rate during the first three months of the program, whereas another program



might use a longer time period and compare the arrest rate prior to program entry with the arrest rate following program exit. Counties report outcome results on a fiscal year basis for juveniles who completed the full evaluation period during that time period.

Table A shows the number of programs for which the outcome applies (e.g., programs serving non-probationers were not expected to report on probation outcomes) and for which results were available for at least 15 youth in both the program and reference group, the minimums considered necessary to provide reliable program-specific information. As indicated in the table, the percentage of programs with reportable results is highest (close to 90%) for the two outcomes that apply to all programs, arrest and incarceration rates.

**Table A: Available Results on Applicable Outcomes**

Outcome Measure	Number of Programs	
	Outcome Applies	Results Available
Arrest Rate	187	168 (89.8%)
Incarceration Rate	187	165 (88.2%)
Completion of Probation Rate	147	115 (78.2%)
Probation Violation Rate	147	119 (81.0%)
Completion of Restitution	143	70 (49.0%)
Completion of Community Service	131	71 (54.2%)

Table B provides a summary of program goals for the mandated outcomes. The majority of programs expect that arrest, incarceration and probation violation rates will decrease, and that there will be an increase or no change in completion rates for restitution, community service, and probation. In general, goals of “no change” are used when the program is not directed toward influencing the outcome (e.g., a truancy prevention program serving primarily middle school students would not be expected to have an impact on incarceration rate), or when there is no expectation that the behavior of current participants will differ significantly from the behavior of prior program participants (if this is the reference group).

**Table B: Summary of Program Goals for Mandated Outcomes**

Outcome Measure	Program Goal		
	Increase	No Change	Decrease
Arrest Rate	1.2%	35.1%	63.7%
Incarceration Rate	1.2%	30.9%	67.9%
Completion of Probation Rate	58.3%	40.9%	.9 %
Probation Violation Rate	5.0%	31.9%	63.0%
Completion of Restitution	57.1%	42.9%	0.0%
Completion of Community Service	60.6%	36.6%	2.8%

Approximately two-thirds of the programs achieved their goal for arrest rate, completion of probation, and completion of restitution; close to three-fourths of the programs met or exceeded their goals for completion of court-ordered community service.

Due to the closer probation supervision typically associated with these programs, Board staff believes many counties were overly optimistic in expecting probation violation and incarceration rates to decrease. Still, nearly half of the programs met or exceeded their goal for probation violation rate, and slightly over half met or exceeded their goal for incarceration rate.

In terms of specific results, the data submitted by counties indicate that the JJCPA programs were very effective, with a statistically significant difference in the desired direction on five of the six mandated outcomes. The results, which are summarized below, show that:

- The average percent of program juveniles arrested was 24.2% compared to 30.9% for reference group juveniles (145 programs used “percent arrested” to measure this outcome);
- The average percent of program juveniles incarcerated was 20.2% compared to 22.3% for reference group juveniles (as measured in 144 programs);
- The average percent of program juveniles who completed probation was 27.6% compared to 22.5% for reference group juveniles (115 programs);
- The average percentage of program juveniles who completed restitution was 34.3% compared to 30.6% for reference group juveniles (70 programs); and
- The average percent completing court-ordered community service was 46.4% for program juveniles compared to 36.9% for reference group juveniles (71 programs).

For the sixth mandated outcome – probation violations – the average percentage of juveniles with a probation violation was approximately the same for the two groups (29.0% compared to 29.2%). As previously mentioned, many of the programs involve increased levels of probation supervision. Thus, the chances of detecting probation violations are higher. It is also important to note that probation violations are often technical in nature (e.g., a violation of curfew or some other term of probation) rather than related to a new offense.

As shown in Table C, the results are also positive in counties opting to use a different method (average number vs. percentage) to measure program impact. The results for average number of arrests are statistically significant, which means they can be generalized to the larger population of at-risk youth, and the results for average days incarcerated and average number of probation violations approach statistical significance.

**Table C: Summary of Results Using a Different Outcome Measure**

Outcome Measure	Number of Programs	Average Per Juvenile	
		Program Juveniles	Reference Group
Average # of Arrests	23	.63	1.18
Average # Days Incarcerated	12	4.19	23.61
Average # of Probation Violations	13	.43	.66

**Arrest Rate Per 100,000 Juveniles:** In addition to program-related outcomes and goals, the enabling legislation requires that all counties specify a goal or expectation for change in the annual countywide arrest rate per 100,000 juveniles aged 10 to 17. Each county also specifies a baseline (i.e., reference) year. In most cases, the baseline for this reporting period is 2002. Results for this measure are presented for the most recent reporting year (2003) in Appendix C.

A total of 29 counties expected the arrest rate per 100,000 juveniles to go down; 17 counties expected no change; and 10 counties expected the rate to go up. The rate went down in all 29 counties that expected a decline, and in 14 (82%) of the counties that expected no change. The rate increased in all of the counties that expected an upward climb. Most importantly, for the 56 counties that participated in the JJCPA, the arrest rate per 100,000 juveniles went from 5,250 in 2002 to 4,940 in 2003, a reduction of 5.9%. This follows an 8.5% reduction from 2001 to 2002, and a 5.4% reduction from 2000 to 2001.

**Results for Local Outcomes:** In addition to mandated outcomes, the JJCPA programs report on over 550 local outcomes, some of which are common to a sufficient number of programs to permit the aggregation of findings (at least 10 programs). As shown in Table D, the results for education-related outcomes are quite impressive. Program juveniles, on average, attended a significantly greater percentage of school days and achieved significantly higher grade point averages. In addition, program juveniles were significantly less likely to be suspended or expelled from school than reference group juveniles.

**Table D: Summary Results for Local Education Outcomes**

Outcome Measure	Number of Programs	Average	
		Program Juveniles	Reference Group
% School Days Attended	24	80.4%	72.4%
% Suspended from School	16	16.1%	29.3%
% Expelled from School	14	1.6%	3.9%
Grade Point Average	21	1.99	1.78

Results for local crime-related outcomes are also encouraging. Among reporting programs, the average percentage of juveniles with new law violations (arrests) was significantly lower. Further, while not statistically significant, the average percentage of juveniles with sustained petitions for new arrests and with arrests for a violent offense was lower for program juveniles.

**Table E: Summary Results for Local Crime-Related Outcomes**

Outcome Measure	Number of Programs	Average	
		Program Juveniles	Reference Group
% New Law Arrests	18	25.6%	34.8%
% New Law Sustained Petitions	11	12.8%	15.5%
% Arrests for a Violent Offense	10	9.0%	11.2%

# COUNTY PROGRAM HIGHLIGHTS

This section of the report focuses on the programs counties have implemented as a result of the JJPCA and the contributions these collaborative efforts are making to a decline in juvenile crime in neighborhoods, schools and communities throughout California. While there were a total of 187 JJCPA programs during 2003-04, Board staff requested each county to provide information spotlighting one program for inclusion in this report. Consistent with the intent of the JJCPA, the programs highlighted by counties target diverse high-risk populations and address an array of service needs on the continuum of responses to juvenile crime and delinquency (please see Appendix D for the continuum of responses for county programs).



On-site collaboration between the Probation Department and community-based organizations is a major factor in the success of Alameda County's Community Probation program, which serves all offenders who are on probation, both formal and informal, up to age 17.5.

At least one probation officer has been assigned to each of the cities in Alameda County, and the officers are stationed at schools or neighborhood agencies within the community. The officers use a proactive case management model that focuses on the youth's needs and mobilizes community resources to meet the service needs of both the youth and their families. To help promote the development of social, academic and vocational competencies in female offenders, Alameda County has expanded the program to include gender specific services that address such issues as teen pregnancy and parenting, domestic violence, and sexual abuse.

Through intensive case management and resource coordination, the program is helping offenders establish a positive lifestyle in the community and successfully complete probation. Alameda County reports that this

***"Collaboration with stakeholders is an invaluable asset in the delivery of services to youth and their families."***

Donald H. Blevins  
Chief Probation Officer

program, which served 752 youth in 2003-04, has resulted in reduced subsequent arrests and probation violations; improved school performance and behavior; reduced alcohol and drug use; and improved job preparedness, employment opportunities and job attainment.



Amador County implemented the Probation Officer on School Grounds program, which offers intervention services to juveniles (ages 12-18) prior to being referred to probation and provides supervision to offenders on probation.

Through this program, probation officers and school staff work together in holding juveniles accountable for their offenses while also helping at-risk juveniles develop competencies that will enable them to lead productive lives in the community. By being on school grounds, probation officers have been able to collect information that enables intake and court officers to make more effective decisions in referring minors to community-based programs. Campus administrators have also benefited from this approach, which enables them to obtain a quick response from probation when the need arises.

Amador County believes this program, which served 97 youth in 2003-04, is contributing to a decline in the juvenile crime rate. The initiative has also had a positive impact on academic performance: While in the program, 40 percent of the minors raised their grade point average.



The Alternative to Drugs Program seeks to help offenders improve school attendance and finish high school; reconcile with their families; choose a clean and sober lifestyle; understand the consequences of crime; and develop positive attitudes and behavior.

Students in 7<sup>th</sup> through 12<sup>th</sup> grade (primarily drug/alcohol violators) at a Paradise Unified School enroll in one of two programs. The first, Straight-Up, is a six-week program with optional drug testing and is held four days a week for one hour after school at the traditional high school campus. The second program, Straight, is an 18-week program that requires drug testing and emphasizes recovery skills. Straight is held at Community Day School five days a week for three hours per day. Both programs utilize probation supervision and juvenile drug court to decrease the likelihood of continued delinquency.

Collaboration between the Probation Department, Juvenile Drug Court, Superior Court, Behavioral Health Department, Paradise Boys and Girls Club and Paradise Police Department has enabled these partnering agencies to provide a consistent message as well as support, accountability and reinforcement for juveniles in the program.

In addition to participant testimonials indicating that the program has promoted positive behavioral and attitudinal changes, data indicate that the juveniles have improved their school attendance and grade point averages. This program serves 80-90 youth a year.



The primary goal of Calaveras County's Intensive Supervision Program is to reduce recidivism among more serious juvenile offenders through increased contact between probation officers and offenders and more frequent drug testing.

The county reports that crime has declined among the population served by this program (34 youth in 2003-04). Not surprisingly, however, is that intensive supervision (particularly drug testing) has also resulted in an increase in probation violations that, in turn, have increased the number of out-of-home placements.

With this project, the Calaveras County Probation Department has realized that the target population has more substance abuse problems than anticipated and, as a result, the agency is focusing more attention on substance abuse issues than in the past.



Colusa County's Probation Resource Officer (PRO) Program targets 14 to 18-year-old juveniles, both males and females, who have been adjudicated by the courts and placed on probation. In 2003-04, the program served 75 youth.

The primary goal of this probation supervision program is to reduce the number of violations committed by wards of the court by increasing the frequency of non-office setting contacts with participating juveniles offenders.

Collaboration between the Colusa County Probation Department, schools and other agencies, including the Mental Health and Alcohol and Drug Departments, has been instrumental in reducing the number of juveniles adjudicated by the courts and supervised by the PRO by 15 percent.



Clients in Contra Costa County's Community Probation Program range in age from 12-19. Since its inception in 2001, the program has provided intensive probation supervision to 757 high-risk clients; in 2003-04, program staff supervised 250 clients.

The program utilizes a risk/needs assessment tool to classify clients into appropriate levels of supervision. Probation officers partner with community police to assist clients in meeting their probation requirements. The program's goals are to:

- Achieve higher completion rates of probation and restitution requirements;
- Decrease involvement of youth in delinquent behavior;
- Maximize the strengths of family, school and community;
- Increase the visibility of probation officers within community; and
- Promote more effective collaboration with other law enforcement agencies.

Results of the Community Probation Program on new arrests are impressive. Of 97 clients with felony arrests six months before enrolling in the program, 61 were not arrested during the intervention, and of 148 clients with misdemeanor arrests six months before intervention, 94 were not arrested during the intervention.



Del Norte County's Wraparound Program targets 12-18 year olds referred through the juvenile court process (i.e., adjudicated offenders as well as at-risk youth adjudged to be dependent children of the court). The program provides services for both the youth and their families.

In addition to improving service delivery to at-risk families and youthful offenders through interagency collaboration, this program seeks to reduce the number of placements in out of county group homes among the target population.

***"The Wraparound program, with Probation as the lead, is one of the most effective and important human service programs in the county."***

Michael F. Miller, Director  
Mental Health, Alcohol and Drug Program

The Wraparound Program, which served 99 youth and their families in 2003-04, has reduced the number of new crimes committed by participants. Due to intensive probation supervision, there are more probation violations early in the

program; however, over time, the increase in family stability has reduced both probation violations and new crimes. Further, as a result of the services provided by this program, Del Norte has been able to keep high-risk youth in the county instead of placing them in group homes out of the county.





The Community Alliance to Reduce Truancy (CART) Program targets 13 to 18-year-old juvenile probationers and pre-delinquent youth who live on the west slope of El Dorado County and attend one of nine selected high schools.

The CART Program involves stationing five probation officers at various high schools. These officers, who maintain a high-profile during school hours and at school events, work collaboratively with school staff, community agencies and caregivers to improve participants' educational performance and address other issues that may negatively impact their lives. At most sites, the probation officers are teamed with school resource police officers – a linkage that has provided a powerful stabilizing influence on the overall school environment.

Since its inception in the spring of 2000, 632 minors have participated in the CART Program, including 206 enrolled in the 2003-04 school year. In addition to improving the detection of law violations, probation violations and inappropriate behavior, the CART Program has positively impacted truancy (e.g., unexcused absences are down from 13.5 percent to 8.5 percent) and academic performance (e.g., grade point averages are up .14 percent).

***"In my 25 years as a school principal, I have seen very few non-instructional programs that have a significant impact on a school campus. The CART program has made such an impact, and I would like it to continue for as long as possible."***

Dennis Brimer  
Director of Alternative Education  
Independence High School



The Students Targeted with Opportunities for Prevention (STOP) Program provides prevention and early intervention services to youth ages 10 to 14 years old who are identified as being at risk of entering the justice system. The program served 632 minors and their families in 2003-04.

Program services are provided at various sites throughout the county, in large part through contracts with community-based organizations (CBOs). In addition to CBOs, the probation department is collaborating with schools, law enforcement, and university intern programs to enhance wraparound services for clients.

Recent program enhancements include additional local college intern participation, expanded health services, and a theatrical component that has increased community awareness about the project, which has a self-referral rate approaching 30 percent of the total clients served.

Research data indicate that STOP Program participants have better grades, fewer suspensions and expulsions, and less criminality (e.g., fewer arrests) than a comparison group of youth. This program has generated significant interest and resulted in workshop presentations to the American Psychiatric Association, American Probation and Parole Association and various other national and state professional organizations.



The Personal Pathways Program in Glenn County is designed to assist 14 to 17-year-old offenders successfully complete conditions of probation (including restitution), avoid further involvement in the criminal justice system, and develop job skills.

In this program, youth participate in a nine-week job readiness phase where they learn how to develop a resume, participate in mock interviews with employers, and develop an employment portfolio. This phase culminates with placement in a subsidized work program for up to 160 hours. During this period, the case manager works with each youth to ensure that victims are paid restitution, community service hours are completed and the minor remains drug free through regular drug testing. Over half of the participants (the program serves approximately 35 youth each year) have completed their community service within six months and 25% have completed payment on all restitution owed victims. Participants have also lowered their rate of unexcused school absences.

The Human Resources Agency and County Office of Education work collaboratively with the Probation Department on this program, the ultimate goal of which is to equip the youth with job skills needed to secure employment at the conclusion of the subsidized work experience.



New Horizons is a regional secure juvenile facility program that targets 12 to 18-year-old wards of the court with a diagnosed mental illness and who are at risk of out-of-home placement or have a history of treatment failure in open residential settings.

Located in Eureka, the facility has a rated capacity of 18. The goals of this program, which served a total of 53 emotionally disturbed youth in 2003-04, are to:

- Teach participants how to develop and maintain positive lifestyles;
- Improve participants' compliance with court-ordered conditions of probation; and
- Reduce arrest, incarceration and probation violation rates.

New Horizons provides direct access to intensive mental health and behavioral services, thus enabling the Probation Department to free up beds in the juvenile hall for more serious and/or chronic offenders. Program enhancements include adjustments in the referral/intake process, which have expedited the delivery of services, and a restructuring of the in-custody phase to emphasize timely transition planning, which has allowed the program to serve more youth.

In addition to reducing further involvement in the justice system, the program has improved participants' mental health functioning as well as their attitudes toward school achievement and delinquent behavior.

An inter-disciplinary service delivery model comprised of staff from mental health, public health, and social services as well as the County Office of Education, United Indian Health Services and Probation Department supports a team dynamic that enhances the therapeutic environment, thereby improving the likelihood of success.



As a result of JJCPA funds, Imperial County was able to both continue and expand its successful Peer Court Program, which began in 1997 through a federal grant. The program targets first-time and low-level offenders, ages 10 to 17, and now involves five high schools and two junior high schools.

A deputy probation officer interviews referred minors and their parents, who must agree to participate in the Peer Court. Following a training session, the case goes to court. Law



enforcement officers may be requested to appear, and both the minor and his/her parents are questioned on the stand. A jury of peers hands down the sentence, which may include community service, law enforcement ride-a-longs, prison tours, written essay/apology, drug/alcohol counseling, parenting classes (for minor parents), and restitution. If the minor and parents do not complete the sentencing requirements, the minor returns to probation.

***“Peer Court means something and makes an impact. I think we’ve got some serious intervention and education going on here.”***

Superior Court Judge Donal B. Donnelly

Each participating school has formed a Peer Court Club that trains students on a regular basis, and there is significant support for the program among the many volunteer teachers, law enforcement, and court personnel, including local attorneys and

judges. The program served 77 youth in 2003-04; 71 of them successfully completed the Peer Court requirements. Since its inception, the recidivism rate for participants has not exceeded six percent.



The Healthy Communities of Southern Inyo County program engages at-risk youth and their families in a variety of activities and events after school and on the weekends – times when the likelihood of delinquent behavior increases.

The program targets an underserved area of the county and serves students in first through twelfth grades. By involving youth and their families in supervised recreational activities, the county reports that the program has contributed to a reduction in crime and delinquency. Older minors have played a key role, both in terms of suggesting new activities and serving as mentors for the younger children, and expanded collaboration among local agencies has contributed to a steady increase in the number of participants, which served approximately 250 youth in 2003-04.



Kern County’s Gang Intervention and Suppression Team consists of four deputy probation officers who focus on curbing gang involvement and gang-related crime in the metropolitan Bakersfield area. The program targets juveniles, ages 13 to 18, who are known or possible gang members.

To reduce gang involvement, the team makes home calls and field contacts with known and suspected gang members (a total of 3,253 calls and contacts in 2003-04); provides referrals to counseling and school-based gang awareness programs; and gives presentations to community-based organizations. To suppress gang-related crime, the team closely supervises youth on probation and works with local law enforcement (Kern County Sheriff’s Department and Bakersfield Police Department) in the apprehension and arrest of offenders.

This program served 261 youth in 2003-04. During this 12-month period, the team made 416 misdemeanor and felony arrests, confiscated \$66,667 worth of narcotics, and seized 18 firearms and 31 other deadly weapons.



The Facilitating Accountability Victim Offender Reconciliation Program, which is based on the restorative justice model, brings together victims, offenders, and other members of the community to hold juvenile offenders accountable for their crimes and for the harm they cause to victims.

Kings County is targeting youth, ages 11 to 18, who are first or second time offenders as well as pre-adjudicated youth involved in property crimes and other non-violent offenses. In 2003-04, the program served 433 youth.

The program has resulted in a decrease in the number of repeat offenders. In addition, the project has had a noticeable positive impact on victim satisfaction, and offenders' parents are more satisfied with this approach to juvenile crime and their child's behavior. Overall, there has been a significant reduction in the number of cases going to court, a reduction in the number of reports being generated by the court and successful redirection of youth out of the juvenile justice system.



Project Return is an intensive probation supervision program that targets juvenile offenders in an out-of-home placement (e.g., group home) or at imminent risk of such a placement. Most of the youth served by the program (a total of 48 in 2003-04) are 14 to 16 years old.

In addition to closely monitoring participants in the community, Project Return links them to treatment services (e.g., mental health and substance abuse) as well as to community service opportunities that help develop job skills, and healthy recreational activities.

Collaboration has been integral to the program's success. A multi-disciplinary team comprised of individuals from the Probation and Mental Health Departments, Drug Court, Mendo-Lake Alternative Services, Sheriff's Activity League and local schools enables staff to ensure that youth receive the services they need to lead a crime-free life.

In addition to reducing the number and duration of out-of-home placements, Lake County reports a decrease in arrest and probation violation rates among participants who successfully completed the program.



The Probation Alternatives in a Community Environment (PACE) Program involves intensive supervision and treatment services for juvenile offenders between the ages of 13 and 18 who have a mental health diagnosis, are at risk of alcohol and drug abuse, and are difficult to place.

In addition to a strong treatment component involving collaboration among a number of local agencies, the PACE Program offers life skills training to participating youth and educational services to family members in the area of drug and alcohol addiction.

Lassen County reports that the program has resulted in a reduction in the rate and severity of juvenile crime as well as a reduction in commitments to juvenile probation camps and the California Youth Authority. The program, which served 35 youth in 2003-04, has also had a positive impact on school attendance and academic performance. Due to the program's success, other counties have requested that their wards be placed into the PACE Program.



Los Angeles County's After-School Enrichment and Supervision Program provides adult supervision and structured activities – e.g., literacy services, employment and leadership training, life skills instruction, and community service projects – to at-risk youth and minors on probation (ages 12 – 18).

The program operates at various park sites from three to six o'clock in the afternoon, a time when at-risk youth, particularly those lacking parental supervision at home, are most likely to engage in delinquent behavior. Since the inception of this program, which served 1,027 youth in 2003-04, the park sites have evolved into "one-stop" community service centers for youth and their families.

Los Angeles County reports that the program's most significant outcome is the enhancement of the quality of life for families and youth who participate in the park activities. Specific results include:

***"This program played a major role in the development of my character. It has changed my life!"***

Jonathan H., Student, CSU Northridge  
Former Program Participant

- Increased parent and community-based participation in anti-crime initiatives;
- Reduced violence and gang-related activity at the park locations;
- Improved reading levels among youth accessing the literacy services; and
- Better academic performance (e.g., higher grade point averages).



The Stop Truancy Opportunity Program (STOP) in Madera County targets seventh and eighth grade truants and seeks to prevent these at-risk youth from entering the juvenile justice system through intensive monitoring, counseling and other services provided to them and their families.

The Probation Department's collaboration with the Madera County Behavioral Services Department and the Boys and Girls Club is a vital component of the program. The clinician assigned to the program works closely with the probation officers to address the needs of the juveniles and their families. The Boys and Girls Club provides counseling, mentoring and tutoring services.

***"In our combined service of over 75 years in public education, the STOP program ranks at the top of the list for a program that truly makes a difference in the lives of children in the most need of help."***

Harry H. Baker  
Boys and Girls Club  
Eastern Madera County

The tutoring program, which uses honor students from the local high school, has proven particularly beneficial, not only for the participants but also the high school students. The tutors help participants experience success in the classroom, which has bolstered their self-esteem. The tutors,

in turn, gain satisfaction from serving as role models and helping at-risk juveniles.

Madera County reports that the STOP program, which served 298 youth in 2003-04, has had many positive outcomes, including improved school attendance and better grades.



The Day Treatment Services Program provides academic instruction and comprehensive support services to students (ages 12-18) at the County Community School and Phoenix Academy who have been identified as the highest risk juveniles in Marin County.

Six agencies collaborate in providing enriched recreation, social and mental health services to the students (most are on probation and many are multiple offenders). Students on probation are under intensive supervision. The program also includes after school and Saturday school components as well as Outdoor Leadership Skills Training and a School to Career Program.

An independent evaluation of the program, which served 163 youth in 2003-04, indicates that it has had impressive results since its inception, including a continual decrease in the arrest, incarceration and probation violation rates among participating juveniles; a reduction in school suspensions; an increase in the number of students with passing grades; and an increase in the number of juveniles graduating or returning to a mainstream school. In addition, by transforming the County Community School site into a comprehensive service center, the program has significantly reduced the use of group home placements.



The Truancy Intervention Program, a collaborative effort between the Mariposa County Probation Department and Mariposa County School District, targets truants, ages 6-18, who are in need of early intervention services to avoid involvement in the juvenile justice system.

Through increased monitoring and accountability, both for the students and their parents, the program seeks to improve school attendance and academic success; reduce the student dropout rate; and curb juvenile crime.

This program, which has enabled the Probation Department to foster good relations with students, parents and the school district, served 184 youth in 2003-04. The county reports that the program has reduced the truancy rate by over five percent each year since its inception.



The Juvenile Assessment Center (JAC) Program in Mendocino County targets 10-17-year-old first-time low-level offenders and youth identified as truant, incorrigible, or otherwise at-risk of involvement (new or continued) in the juvenile justice system.

Assessments of juveniles referred to the JAC Program, primarily by Traffic Hearing Officers and Probation Officers, focus on diagnosing the youth's specific risk factors and service needs in order to provide timely, appropriate interventions such as individual and family counseling, recreational opportunities, and substance abuse education.

The county reports that juveniles who have successfully completed the program, which served 150 youth in 2003-04, have had a very low re-offense rate and few have actually entered the formal criminal justice system.



With its JJCPA funds, Merced County implemented and subsequently expanded the GRADS (Giving Responsibility to Adolescents for Greater Success) Program, which involves the stationing of a deputy probation officer on a campus in each school district.

Probation Officers assigned to the campuses work closely with the school resource officers in identifying students who are in need of early intervention services, monitoring at-risk youth and minors on probation, and creating an overall safer school environment. The Probation Officers also have become more involved with the surrounding communities.

In addition to increasing the frequency of contact with probationers, the county credits the GRADS program with significantly decreasing the incidence of weapons on school grounds.



The Youth Empowerment Services (YES) Program offers supervision and coordinated wraparound services to offenders (ages 12-18) who are on probation and in a foster home placement in Modoc County or at risk of such placement. In 2003-04, the YES Program served 12 youth.

The goals of this program, which involves intensive case management by a social worker and collaboration among a number of county agencies, are to:

- Prevent out-of-county placements;
- Reduce recidivism; and
- Encourage high school graduation.

All of these goals have been impacted positively: the number of out-of-county placements has dropped, the re-arrest rate for juveniles placed in foster care has declined dramatically, and several teens have graduated from high school. A recent enhancement to the program has been more focus on family involvement, including mediation.



Mono County is targeting a combination of offenders on probation and at-risk youth, ages 10 to 18, with its Stand By Me Mentoring and Activity Program, a collaborative effort involving probation, the local Office of Education, and county mental health and alcohol/drug services.

The goals of this program, which currently includes academic mentors, sports mentors, and vocational mentors, are to:

- Keep youth in the community rather than sending them to group homes out of county and away from their families;
- Encourage academic success and pro-social behavior;
- Pay off all court-ordered restitution; and
- Perform all court-ordered community service obligations.

Mono County reports that the mentoring and structured activities offered to youth through this program, which served 42 minors in 2003-04, have made a positive difference in the lives of the participants, empowering them to succeed in school and to complete probation.



The Victim Offender Reconciliation Program (VORP), which is based on the principles of restorative justice, provides counseling and mediation services to first and second time offenders as well as probationers with an open case involving a victim.

The program strives to teach offenders the impact that their criminal behavior has on their victims, the community, themselves and their family. The VORP's process of direct one-on-one dialogue between the offender and his/her victim has been effective in helping the minor understand how the victim's life was negatively impacted by the offense. This, in turn, has helped the minors, who must volunteer for the program, to "own" their behavior and then choose to make reparation for it.

To address the problem of petty theft at the local mall, the county expanded the VORP to include a Merchant Accountability Panel (MAP) comprised of offenders, mediators, probation officers, and merchants. The MAP hears the youth's case and works with the minor and his/her parents in developing a contract that must be signed and fulfilled in order for the Probation Department to close the case.

The VORP, which served 172 youth in 2003-04, has resulted in an 87 percent decrease in arrests for those completing the program. In addition, 95 percent of the participants have paid the restitution owed to their victims.



The Youth and Family Resource Network (YFRN) provides coordinated intensive services to the minors (and their families) targeted in this program, which currently focuses on reducing recidivism among juvenile offenders who are on formal probation.

Recognizing the need for a method to enhance parental skills and family functioning, Napa County incorporated a "best practice" effort known as the Strengthening Families Program into the YFRN. As a result of this enhancement, the parents of youth served in the program feel more empowered and are better functioning – both of which contribute to a more positive environment for the youth.

Support from the Juvenile Justice Coordinating Council and interagency collaboration have been key to the success of YFRN, which resulted in reduced drug and alcohol use, less gang involvement and fewer referrals to law enforcement among the 34 youth served in 2003-04.



The School Resource Officer and Community Outreach Program focuses on preventing truant juveniles from failing in school through intervention services directed to both the youth and their families. In 2003-04, the program served 75 youth in grades 9-12.

This program includes a bi-monthly Truancy Court that is based on the Drug Court model of rewards and sanctions, substance abuse counseling, and employment assistance. In addition to

***"This program has been instrumental in reducing the number of truants on the streets."***

Terry Van Etten, School Resource Officer  
Grass Valley Police Department



providing parents the tools to address difficult issues, the focus on family services has aided in the identification of problems with younger siblings.

Nevada County reports a six percent improvement in school attendance among participants and maintains that the program has contributed to a 25 percent decrease in the incarceration rate.



The Sobriety Through Education and Prevention (STEP) Program provides gender-specific services and treatment to female offenders, ages 12-18, who have received a local custody commitment. During 2003-04, 83 girls participated in the program.

The primary goal of this program is to prevent further delinquency by providing gender-based counseling programs focused on health care, drug and alcohol abuse, and victimization as well as positive gender development issues. The program emphasizes both supervision and treatment, focusing on the needs of female wards in custody and community re-entry.

To enhance this program, which began in 2001, the county implemented a leadership group aimed at enhancing the girls' self-esteem and teaching them how to be leaders. The county also instituted a Restorative Justice/Volunteer Community Service component, which allows the girls to give something back to the community and learn new skills in the process.

When compared to a similar group of incarcerated girls, the youth in STEP had a lower recidivism rate (41 percent vs. 50 percent), and a greater proportion of STEP participants had paid their restitution (44 percent vs. 32 percent).



The Crisis Resolution Center (CRC) targets youth ages 12-17 who are demonstrating behaviors associated with status offenders (e.g., truants, runaways, and incorrigible youth) and experiencing significant family conflict and/or dysfunction.

The CRC offers residential and community services to youth and families in crisis as well as counseling and referrals to decrease the level of family conflict. In doing so, the program has had a positive impact on youth who would otherwise have been placed in a receiving home or secure detention. Of the 114 youth served in 2003-04, 87 percent were referred to a less intensive level of care. In addition, 80 percent of the parents reported improvements in their ability to resolve family problems.

Since its inception, the program has seen a dramatic increase in collaboration among public agencies (e.g., county probation and child welfare) and community-based service providers as well as an increase in the use of local diversion alternatives.



The Plumas County Intensive Supervision Program targets juvenile offenders (ages 8-18) who are wards of the court and have committed a variety of drug-related and other offenses, including vandalism, theft, and burglary.

The program provides activities and services designed to enhance communications between the youth and their families and engage wards in positive activities that can deter further acts of crime. The primary goals of the program are to decrease out-of-home placements; reduce the number and length of juvenile hall stays; and prevent further criminal activity.

Collaboration between the Plumas County Probation Department and Wraparound Program has proven instrumental in providing programming that involves incentives and interventions focused on positive behavioral choices. The program's success is reflected in the fact that peers of the wards have requested to join the program and wards desire to voluntarily continue in the program upon completion of probation.



The Youth Accountability Team (YAT) Program targets minors, ages 12 to 17, who have committed minor offenses or are at risk of involvement in the juvenile justice system due to such things as substance abuse, truancy, family conflict, mental health issues, and gang involvement.

The YATs are comprised of staff from the Probation Department, District Attorney's Office, local law enforcement, schools, and community-based organizations. The teams work closely with the schools and communities where they are sited in providing services to youth and their families. The program also provides intensive supervision of youth through behavior contracts, school and home visits.

The program served 814 youth in 2003-04. Since the inception of the program, misdemeanor juvenile arrest rates in Riverside County have decreased by 12 percent. In addition, initial findings indicate a recidivism rate of less than 15 percent for those minors successfully completing their contract.



Sacramento County's Day Reporting Center (DRC) provides intensive supervision and treatment to juveniles, ages 10 to 16, who have committed misdemeanors or non-violent felonies and have two or more identified risk factors (e.g., substance abuse, family violence, poor school attendance.)

A multi-disciplinary team reviews assessments of the juveniles' risk level and needs to develop an Individual Treatment and Supervision Plan (ITSP), which becomes a "behavior contract" signed by the minors and their parents/caretaker. The team revises the ITSP as needed during the program and uses it to make appropriate service referrals upon the minor's completion of the program, which served 240 youth in 2003-04.

Youth failing in school attend the on-site DRC school, while those performing satisfactorily continue attending their school and report to the DRC, a multi-purpose learning center with computer stations and space for group counseling sessions. The youth receive services (e.g., tutoring, mentoring, leadership training, skills development, work experience, and counseling) through the Probation Department's collaboration with numerous public and private agencies.

When compared to a similar group of offenders over a six-month period, DRC participants had fewer subsequent arrests and incarcerations, and were 3.6 times more likely to complete their probation. In addition, DRC on-site students raised their grade point average by nearly a point and their average daily attendance was nearly perfect (98.9%).





The Early Intervention Program targets minors who are 15 years of age or younger when they commit their first crime, living at home, have no more than two referrals for criminal charges, and have at least three or more of the profile factors that place them at-risk of becoming chronic offenders.

A Multi-Agency Team (MAT) assesses each minor and recommends a case plan that focuses on improving school attendance and academic performance, instilling positive social values, and strengthening the family. The program includes a comprehensive reading component, an eight-week Life Skills Workshop and employment assistance, as well as designated sites where the minors complete their court-ordered community service.

Results for participants (compared to a control group) indicate a much lower re-arrest rate (10 percent vs. 45 percent; a much higher completion rate of community service (78 percent vs. 20 percent); and a much lower probation violation rate (15 percent vs. 70 percent). San Benito County's Early Intervention Program served 32 youth in 2003-04.



The School Probation Officer Program targets at-risk youth and young offenders who exhibit signs of delinquency (e.g., truancy, on campus behavioral problems, and family issues) that may increase the likelihood of committing future crimes.

Probation Officers assigned to the schools have the opportunity to intervene before problems escalate and to work with school staff in determining the appropriate interventions, which range from talking to the students, teachers and parents to making home calls and referrals to tutoring services or the School Attendance Review Board. As part of this collaborative effort, the Probation Officers have trained members of the School Attendance Review Board and conducted workshops for parents.

This program, which served more than 1,200 youth in the last reporting period, has resulted in a marked decrease in suspensions and expulsions for minors in the program, and over 60 percent of the participants have improved school attendance. In addition, participants have lower arrest rates and have completed court-ordered restitution and community service at higher rates than their peers.



The goal of the Community Assessment and WINGS Teams Program is to reduce the number of youth who enter the juvenile justice system or re-offend while on probation by providing strength-based case management services and teaching families how to access other community services.

Prior to July 2003, the Community Assessment Team and Working to Insure and Nurture Girls Success were separate programs. The blending of these two successful programs achieved significant cost savings, strengthened collaborative relationships, and expanded the services provided to the target population (at-risk youth and young offenders, ages 6-17). In its first year, the program received the American Probation and Parole Association's award for Excellence in Community Crime Prevention.

Based at five locations in the county, mobile multi-disciplinary teams provide services (including gender-specific interventions) to address issues related to anger management, violence, alcohol and drug use, gang involvement, school failure, and other anti-social behaviors. Probation Officers are assigned to each region and work with contracted agency staff as part of the teams, which also provide in-home assessment services and link families to appropriate community-based resources.

The county reports that this program, which served 3,350 youth in 2003-04, has had a profound impact on juvenile crime, including a significant decline in felony referrals and violations of probation. The program has also contributed to a decline in the number of youth committed to out-of-home placements, out-of-county placements, and detention.



The Life Learning Academy (LLA) is an extended-day charter school that provides individually tailored academic, social and vocational instruction to youth, ages 14 to 18, who are involved or at risk of being involved in the juvenile justice system.

Collaboration has been an integral part of the LLA, which served 67 youth in 2003-04. Of particular note are partnerships with the San Francisco Police and Fire Departments, both of which provide lieutenants to the school to teach cadet courses. This collaboration has helped many students view public safety officials in a much different, much more positive light. The LLA also collaborates with San Francisco State University's Graduate School of Education, which has been key to the professional development of faculty and refinement of curricula.

The LLA has had a positive effect on crime and delinquency in San Francisco, including significantly reduced involvement with the juvenile justice system (both in terms of first arrests and recidivism), successful completion of probation, and reduced out-of-home placements. The county attributes this success to the school's essential features, which include transportation, small class size, innovative and engaging curricula, leadership opportunities, and intensive "surround services" such as substance abuse counseling and life skills training.



The Crossroads Program addresses the educational, emotional, and social needs of youth ages 10 to 18 in an effort to prevent the escalation of delinquent behavior, increase school attendance, and enhance self-esteem. The program served 673 youth and their families in 2003-04.

Probation Officers collaborate with case managers in providing interventions (e.g., mental health and substance abuse counseling) to youth at risk of entering the juvenile justice system. This team effort also involves extensive collaboration with teachers, school counselors and administrators, facilitating a "home to school" approach to changing high-risk behavior. In addition to a Self-Esteem and Anger Management Group that is conducted on school grounds, the program provides in-home services when needed.

The Crossroads Program has proved very effective in achieving its desired outcomes. Of particular note is the difference in arrest rates. Prior to program entry, 44.5 percent of the clients were arrested; only 12.5 percent were arrested while in the program. In addition, rates for unexcused absences, suspensions and expulsions have dropped markedly after participation in the program.



San Luis Obispo's Intensive Community Diversion (ICD) Program is an early intervention that targets first-time offenders (ages 11-18) and their families, with the primary goals being to reduce further involvement in the juvenile justice system and victimization of the community.

ICD counselors meet with the offenders and their parent(s) to assess risks and needs, provide guidance on family issues and problems, and connect the families to community resources, including mental health counseling and drug and alcohol services. The program also includes community liaisons and interns who serve as mentors and role models for the juveniles, a community work service component that provides assistance to non-profit agencies while holding the minors accountable, and a summer youth activity program.

In addition to working closely with police departments and other public agencies, the Probation Department collaborates with the schools and School Attendance Review Board in addressing truancy and academic performance issues. JJCPA funding has enabled the partnering agencies to

***"ICD is the only program in my experience (31 years as a prosecutor) that has had any rehabilitative or inhibitive effect on entry level offenders. I directly attribute the decrease in the number of juvenile court petitions filed in the last several years to the outstanding results achieved by the ICD."***

David Johnson  
District Attorney

co-locate staff, which has increased communication, eliminated duplication of services, and reduced costs. For ICD participants, this has translated into greater access to services and fewer delays in getting their needs met.

San Luis Obispo County reports that the ICD Program, which served 225 youth in 2003-04, has reduced the number of petitions filed in Juvenile Court as well as the number of out-of-home placements of juvenile offenders.



The PROP (Probation Repeat Offender Prevention) South – Youth and Family Resource Center Program targets first-time offenders age 15 ½ and younger who reside in the southern region of the county. The program served 55 youth and their families during the last reporting period.

In PROP, a multi-disciplinary team comprised of staff from probation, mental health and the education system collaborates with community-based programs in providing a comprehensive array of direct services tailored to the needs of the high-risk youth and their families. The primary goals of the program, which also involves intensive probation supervision, are to reduce recidivism, increase school attendance, and improve family relationships.

In 2003-04, the county added two new components to the program. The first is the Parent Project, a 10-week skills-based program designed to empower parents of strong-willed or out-of-control youth. Parents continue the skill developing process through peer support groups. The Victim Impact Awareness Program promotes awareness among juvenile offenders of the impact their actions had on the victims and communities.

PROP's results have been impressive: 81% of the youth have not been arrested for new law violations; 83% did not have a probation violation filed with the Court; and 79% of the youth

ordered to complete community service have done so. In addition, 89% of the PROP youth are attending school on a regular basis. For each of these variables, the results for the PROP youth were much better than the outcomes for a comparison group of offenders.



The First Offender Intervention Program in Santa Barbara County serves minors, ages 11 to 17, who are assessed to be at medium to high risk of re-offending. The minors are generally first-time offenders who have been placed on informal probation.

During the intake process, a Senior Deputy Probation Officer assesses the minor's needs and matches the youth and his/her family with appropriate intervention services. The Deputy Probation Officer assigned to supervise the minor then meets with the youth and his/her family to create a case plan comprised of individually tailored services (e.g., individual and family counseling; alcohol/drug counseling; mentoring; and anger management counseling).

After the successful completion of their case plan obligations, minors may have their cases terminated. If they do not respond to the service or level of supervision, they are referred to the District Attorney's Office and formal charges are recommended.

The primary goals of this program, which served 215 youth in 2003-04, are to deter minors from further involvement in the juvenile justice system and to increase the number of minors paying restitution and completing community service. The county reports that the program has contributed to a 39 percent drop in the juvenile arrest rate; that 81 percent of the participants have completed probation; and that 83 percent have completed community service work. In addition, the program has contributed to a 45 percent decline in the time minors spend in foster/group homes.



Santa Clara County's Multi-Agency Assessment Center (MACC) Program provides comprehensive assessments and services for youth, ages 9-18, admitted to Juvenile Hall. The goal of the program is to prevent youth from re-offending and returning to custody.

The program begins with a mental health assessment and risk/classification within the first few hours of detention. Educational testing is conducted within 72 hours of admission, and drug and alcohol testing within the first week. Based on this assessment process, staff develops an individualized case plan that includes services in such areas as life skills development, character building, anger management, conflict resolution, effective communication, gang intervention, employment workshops and domestic violence education. Staff monitors the youth's progress and makes adjustments to the plan as needed. Effective collaboration among public agencies and community-based service providers facilitates the identification and provision of appropriate services for minors after their release from custody. The program served 2,100 offenders in 2003-04.

Santa Clara County reports an overall decrease in juvenile detentions since 2001-02, when both the MAAC and the Juvenile Detention Reform Program began. The average daily population in Juvenile Hall has dropped from 301 to 218, and total annual admissions have dropped from 3,595 to 1,390.



The Community Accountability Program (CAP) targets both pre-adjudicated and adjudicated youth, ages 12 to 18, who live in Watsonville, Live Oak or the San Lorenzo Valley. In 2003-04, the program served 261 youth.

The CAP combines intensive probation supervision and case management services in an effort to reduce recidivism, help youth complete probation, and reduce factors contributing to delinquency, with a particular focus on substance abuse. Each youth has an individualized plan, based on an assessment, that addresses risk and resiliency factors in the critical domains of his/her life. Advocates who operate out of local Family Resource Centers offer case management services beyond what the probation officers can provide, connecting youth and their families with such services as English language instruction, child care, food pantries, parent education, job assistance and recreation.

***“Excellent, excellent program. I am so thankful my child had this opportunity. Good use of taxpayers’ money. Thank you, thank you, thank you.”***

Parent of youth who participated in the VODP

A collaborative effort involving several partners, the CAP also includes weekend work service through the Youth Community Restoration Project, Teen Peer Court

through the Office of Education, mediated resolutions through the Victim Offender Dialog Program (VODP), and the Fresh Lifelines for Youth Program, a 13-week interactive curriculum offered by the staff of Barrios Unidos that focuses on teaching youth ways of positive thinking and behaving.

The county reports positive results from the CAP Program, various components of which have been featured in local newspaper and television stories.



The target population of the WINGS (Wraparound Interagency Network for Growth and Stability) Program is juvenile offenders aged 13 to 17 who are diagnosed with a serious mental health illness or whose level of functioning is impaired by learning disability and severe substance abuse.

The primary goals of this intensive supervision and treatment program, which serves approximately 25 youth a year, are to:

- Stabilize the minor and his/her family to reduce the need for out-of-home care;
- Ensure that the needs of the minor and his/her family are met in order to successfully manage the minor’s illness; and
- Provide consistent and swift intervention to minimize the minor’s further delinquent behavior.

Probation Officers share office space with a therapist and other staff from the Mental Health Department in this collaborative effort, which the Juvenile Court relies on to handle difficult cases that previously would have resulted in a high-level out-of-home placement. In addition, a volunteer parent advisor (a parent of a successful program participant) has been added to the case planning team.

Shasta County reports that arrests for new offenses have declined among program participants and that, based on the costs of one year of out-of-home care, the WINGS Program has saved a combined total of over \$775,000 a year in state and county placement costs.



The Primary Intervention Program targets students in kindergarten through eighth grade at schools in the southern part of Siskiyou County. Teachers, counselors and staff of Children's Protective Services refer youth to the program, which also serves minors on informal probation.

The program's Probation Officer participates in weekly school treatment team meetings with school counselors, special education instructors and tutorial staff, who collaborate in assisting each minor in improving his/her academic performance and overall school experience. Most youth are in the program for six to nine months.

By reinforcing the importance of education to the youth and their families, the program seeks to demonstrate that success in school curbs delinquent behavior. The county reports that repeat offenses have decreased, average daily school attendance has increased, incidence of inappropriate behavior problems in the schools has decreased, and schools have become a positive experience for many youth in the program, which served 28 youth in 2003-04.



The Butterfly Project provides intensive supervision and a comprehensive array of treatment interventions to female offenders (ages 13 to 17.5) who are at high risk of out-of-home placement because they are serious or repeat offenders or pose a danger to the community or themselves.

Gender-specific services available through this program, which served 30 youth in 2003-04, include 14-week group counseling sessions that cover such areas as communication skills, emotional health, conflict resolution, substance abuse, leadership development, life skills, and personal responsibility. Individualized treatment plans address issues identified through an assessment of each client.

The results of the Butterfly Project have been very impressive. Since its inception, over 90 percent of the participants have completed probation successfully, and only four were arrested for a new criminal offense (none were violent offenses). In addition, only seven participants have required out-of-home placement. The county credits these results to intensive probation supervision and smaller caseloads (average of 20 clients) as well as to collaboration between the Deputy Probation Officer and treatment staff from community-based organizations.



Newly developed in 2003-04, the Family Conflict Management Program targets youth on probation, ages 12 to 18, who have a history of aggressive and/or assaultive behavior within their family or in relationships with others. The Juvenile Court refers minors to this program.

The program's primary goals are to support and educate families in conflict management, life skills and communications; assist families with goal setting, boundary setting and problem solving; and determine ways to integrate youth back into community.



To achieve this goals, probation officers create a framework of accountability for the youth and their families, and family coaches provide supportive services two to three hours each week for four months in the family's home or at an agreed upon site in the community. The officers and coaches also link families to educational, vocational and other needed services.

Early results for the program, which served 43 families in its first year, are encouraging. None of the youth completing the intervention and initial evaluation period had a new arrest (compared to 50 percent of the study group), and only 38 percent had violations of probation adjudicated (compared to 64 percent of the study group). The program has also achieved the goal of giving families in crisis tools that they can use to create a better home environment.



The High Risk Offender Supervision Program addresses two major needs identified by Stanislaus County: the expansion of intensive, community-based supervision of high-risk juvenile court wards and the enforcement, or clearance, of juvenile court warrants.

Information collected during the first two years of the program revealed that a significant number of the participants attended alternative education programs, had a history of child abuse, and had self-reported drug and alcohol issues. To address these issues, the county contracted with a community-based organization to provide assessments, individual and/or group counseling, case management, and service referrals for youth at one of three alternative education sites.

***"Through ongoing and aggressive monitoring of high risk probationers, this program has increased law enforcement's ability to both solve crimes and prevent future crimes."***

Arrests have steadily decreased among youth participating in this program, which served 273 wards in 2003-04.

Sheriff Les Weidman



The Functional Family Therapy (FFT) Program focuses on families whose children (ages 11-17) have become involved in the juvenile justice system or are behaving in a manner that puts them at risk of becoming involved in the system (e.g., school misconduct, truancy).

After reviewing over 600 programs across the nation, the Center for the Study and Prevention of Violence at the University of Colorado has identified FFT as one of 11 model programs for reducing juvenile delinquency and crime. By decreasing families' risk factors and increasing protective factors (e.g., parental support, participation in family activities, and parental supervision and discipline), FFT has proven to reduce the likelihood of youth participating in criminal or delinquent behavior. FFT clients are able to deal with problems as a family. A step-by-step process provides families a way to seek "obtainable, sustainable change" in order to ultimately exit the system and to become stronger along the way.

The FFT Program is a collaborative effort involving the services of numerous agencies, including Probation, Mental Health, Child Protective Services and Social Services. Since its inception in November 2003, the program has served 76 families. While a new program in Sutter County, early results indicate that it is contributing to a decrease in both the Juvenile Hall population and Probation Camp commitments.



The First Offender Program targets minors 9 to 17 years of age who are on informal probation for such offenses as petty theft, vandalism or battery. Offenders with serious felony charges are not appropriate for this program, which served 90 youth in the last 12-month reporting period.

Juveniles in this six to nine-month program participate in an intensive series of interactions, including face-to-face interviews, school-site meetings, and in-home visits. The goal is to assess individual problems through interviews with the youth, his/her family and others, as appropriate, and to develop a case plan directed toward decreasing recidivism.

Interagency collaboration has enabled Probation Department staff to offer minors and their families access to a variety of services, including low-cost or no-cost counseling, substance abuse education/treatment, family bonding/social skills, anger management classes, academic tutoring, community service activities, and recreation. The county reports that this program has contributed to a reduction in the recidivism rate as well as an improvement in interaction among family members.



With JJCPA funds, Trinity County was able to continue its Delinquency Prevention Program (DPP), which began a few years ago as a grant-funded effort. The DPP targets youth ages 6 to 17 who are first-time, non-violent offenders, most of whom have school-related problems.

Referrals to the DPP come from a variety of public agencies, including Probation, Social Services, Mental Health, and Child Protective Services, as well as from schools and family members. Through multi-agency collaboration, the DPP offers interventions to youth who are in need of academic enrichment (e.g., Saturday School, tutoring, and homework assistance), social/recreational opportunities, parenting education, and an array of counseling services. Eleven offenders successfully completed the DPP in the last reporting period, and seven are currently enrolled.

Trinity County reports that the DPP has had a positive impact on the program's identified outcome measures, including the juvenile arrest and recidivism rates, and the successful completion of probation, restitution and court-ordered community service obligations.



The Restorative Justice Program, which targets first and second time offenders up to 18 years of age, has proven so successful that the effort has been expanded from the original three demonstration sites to nine sites in the county.

The primary goals of this program, which served 475 youth in 2003-04, are to provide for the protection and safety of the community; hold youth personally responsible and accountable for delinquent acts; and build competencies in youth that encourage them to become contributing, responsible members of the community.

Every participant has been cited, not arrested, and then voluntarily enters into the program with a six-month contract signed by the juvenile, his/her parents and the Neighborhood Accountability Board (NAB). The contract stipulates the requirements the juvenile must satisfy (e.g.,



community service, counseling, letters of apology to the victims) in order to avoid appearing before a judge. Trained and active NAB members, all of whom volunteer for the program, number an impressive 101 countywide.

Tulare County reports that the majority of participants have graduated from the program and that very few have returned to court on new charges during a six-month follow-up period.



The School Probation Officer Team Program, which targets seventh through twelfth grade students, is designed to reduce juvenile crime and delinquency through an increased presence of probation officers on school campuses and in the community.

Probation Officers supervise wards of the Juvenile Court who attend the assigned school to ensure that they are complying with the conditions of probation, including school attendance, proper behavior and drug testing. The officers also participate in the School Attendance Review Board and school prevention programs addressing truancy. The primary goals of the program are to improve school attendance; monitor compliance with court orders; and provide immediate and early intervention of delinquent behavior.

The county reports that this collaboration between the Probation Department and schools has been very effective, contributing to a reduction in the number of law enforcement referrals and a 21.9 percent increase in the successful completion of probation.



The Repeat Offender Prevention Program (ROPP) is comprehensive multi-disciplinary probation supervision and intervention program for juvenile offenders who demonstrate three of the four standard risk factors for chronic offending.

The focus of the ROPP, which served 119 youth in 2003-04, is a highly individualized case plan based on identified risk factors for both the juvenile and his/her family. Because family violence

***“The early identification and delivery of comprehensive services to potential chronic offenders has been the ROPP’s most substantial contribution to juvenile justice in Ventura County.”***

Calvin Remington  
Chief Probation Officer

is a risk factor for almost every participant, the Probation Department contracted with a community-based agency specializing in family violence. As a result of this partnership, staff weaves the issue of family violence into various interventions (e.g., life

skills classes, anger management counseling, parenting education) for the juvenile and his/her parents.

The ROPP also includes a component focusing on the transition between junior high school and high school, a difficult time even for teens living in a healthy, supportive environment and a time when ROPP youth are particularly vulnerable to trancies and behavioral problems. To facilitate this transition, members of the multi-disciplinary team enhance their contact and level of service during the first four months of the minor’s freshman year.

Results documented in a recent RAND study of the ROPP indicate that participants, when compared to a similar group of first-time offenders, spent less days in custody, had more days

between incarceration periods, completed more hours of community service, were arrested for fewer crimes and experienced fewer probation violations.



The Yolo County Conservation Program, a cooperative effort between the California Conservation Corps, the Probation Department, the Office of Education and other local agencies, targets 16 to 18-year-old offenders who are at high risk of out-of-home placement.

Twice a year 15 adjudicated wards participate in a five-month work/leave program, which combines learning skills with positive role models who provide clear expectations and consequences that assist juveniles in overcoming previous anti-social behavior. While in the program, the youth and his/her family participate in group counseling sessions addressing alcohol/drug and mental health issues. The primary goals of this program are to reduce law violations; reduce or eliminate drug and alcohol use; encourage school attendance; provide paid employment, work ethic and job skills; provide rehabilitative services in the community; and maintain youth at home with their family.

The county reports that 68 percent of the graduates (47 since the program's inception) have not incurred any new offenses and that several participants have found employment upon graduation. In addition, only three of the graduates have been ordered into out-of-home placement.



The Stepping Stones Program targets offenders between the ages of 13 and 17 who are committed by the Juvenile Court to the Maxine Singer Youth Guidance Center. In 2003-04, the program served 26 youth detained at this facility.

The Stepping Stones Program has four major goals:

- Prepare the youth for increased responsibility and freedom in the community;
- Facilitate youth/community interaction and involvement;
- Transition youth into the community successfully by establishing constructive support between youth and family, peers, schools and employers; and
- Develop new resources and support mechanisms for youth and their families.

Key program elements include anger management sessions, substance abuse training, mental health counseling, and victim mediation. The county reports that the Stepping Stones program and aftercare component have positively impacted the juvenile offenders.

***"This program has really given my kids what they needed to change their lives."***

Denise Armstrong  
Parent of two committed minors

## Appendix A

### Statewide Allocation and Expenditure Summary

County <sup>1</sup>	State Fund Expenditures	Interest Expenditures	Non-JJCPA Fund Expenditures	Total Expenditures	State Funds Allocations
Alameda	4,934,273	53,223	709,935	5,697,431	4,934,273
Amador	119,959	1,459	0	121,418	119,959
Butte	686,801	28,740	218,080	933,621	687,339
Calaveras	138,348	2,649	0	140,997	138,348
Colusa	64,527	2,800	0	67,327	64,527
Contra Costa	3,097,998	0	1,273,224	4,371,222	3,258,037
Del Norte	92,442	2,990	38,350	133,782	92,442
El Dorado	543,034	0	0	543,034	543,034
Fresno	2,743,582	82,063	0	2,825,645	2,743,582
Glenn	73,006	0	0	73,006	89,040
Humboldt	423,839	11,030	761,221	1,196,090	423,839
Imperial	497,545	4,656	0	502,201	500,348
Inyo	60,510	0	0	60,510	60,510
Kern	2,282,186	53,350	178,604	2,514,140	2,282,186
Kings	386,312	6,629	0	392,941	441,962
Lake	200,318	2,114	365	202,797	200,318
Lassen	113,519	3,904	322,721	440,144	113,519
Los Angeles	32,612,056	462,072	3,324,753	36,398,881	32,612,056
Madera	430,510	32,731	0	463,241	430,510
Marin	829,654	13,374	0	843,028	829,654
Mariposa	57,258	500	0	57,758	57,258
Mendocino	291,366	4,354	0	295,720	291,366
Merced	678,291	0	0	678,291	726,590
Modoc	31,002	0	15,000	46,002	31,002
Mono	44,063	397	0	44,460	44,063
Monterey	1,359,742	9,960	900,578	2,270,280	1,359,742
Napa	424,868	9,679	0	434,547	424,868
Nevada	316,327	7,420	0	323,747	316,327
Orange	9,757,101	119,179	2,013,014	11,889,294	9,757,101
Placer	879,277	15,599	6	894,882	879,277
Plumas	69,427	0	0	69,427	69,738
Riverside	5,457,806	42,039	254,270	5,754,115	5,457,806
Sacramento	4,248,809	78,333	315,536	4,642,678	4,248,809
San Benito	185,714	3,282	0	188,996	185,714
San Bernardino	5,920,513	150,297	194,269	6,265,079	5,920,513
San Diego	9,686,483	149,710	5,348,213	15,184,406	9,686,483
San Francisco	2,634,179	111,362	1,175,715	3,921,256	2,634,179
San Joaquin	1,977,958	1,477	312,677	2,292,112	1,977,958
San Luis Obispo	841,686	16,238	142,909	1,000,833	841,686
San Mateo	2,380,105	92,903	748,892	3,221,900	2,380,105
Santa Barbara	1,353,701	41,634	572,683	1,968,018	1,353,701
Santa Clara	5,707,897	108,418	0	5,816,315	5,707,897
Santa Cruz	863,676	12,299	74,479	950,454	863,676
Shasta	561,705	10,796	32,919	605,420	561,705
Siskiyou	147,542	6,312	0	153,854	147,542
Solano	1,347,129	30,065	0	1,377,194	1,347,129
Sonoma	1,563,297	35,754	35,000	1,634,051	1,563,297
Stanislaus	1,558,584	39,438	114,656	1,712,678	1,558,584
Sutter	271,683	8,948	202,622	483,253	271,683
Tehama	188,884	3,291	25,926	218,101	188,884
Trinity	43,483	1,089	40,000	84,572	43,483
Tulare	1,258,753	32,742	292	1,291,787	1,258,753
Tuolumne	185,017	5,740	0	190,757	185,017
Ventura	2,589,286	93,970	0	2,683,256	2,589,286
Yolo	585,189	8,068	0	593,257	585,189
Yuba	202,443	3,530	0	205,973	202,443
<b>TOTALS</b>	<b>116,000,663</b>	<b>2,018,607</b>	<b>19,346,909</b>	<b>137,366,179</b>	<b>116,284,337</b>

<sup>1</sup> Alpine and Sierra Counties did not apply for JJCPA funding.

## Appendix B

### Statewide Summary of Average Per Capita Program Costs

County	Programs	Program	Average Per Capita Cost	
		Participants	JJCPA Funds <sup>2</sup>	All Funds
Alameda	1	752	\$6,632.31	\$7,576.37
Amador	1	97	\$1,251.73	\$1,251.73
Butte	5	739	\$968.26	\$1,263.36
Calaveras	2	86	\$1,639.50	\$1,639.50
Colusa	1	75	\$897.69	\$897.69
Contra Costa	6	860	\$3,602.32	\$5,082.82
Del Norte	1	99	\$963.96	\$1,351.33
El Dorado	1	226	\$2,402.81	\$2,402.81
Fresno	1	632	\$4,470.96	\$4,470.96
Glenn	1	36	\$2,027.94	\$2,027.94
Humboldt	2	359	\$1,211.33	\$3,331.73
Imperial	3	5,147	\$97.57	\$97.57
Inyo	2	741	\$81.66	\$81.66
Kern	3	736	\$3,173.28	\$3,415.95
Kings	1	433	\$907.48	\$907.48
Lake	1	48	\$4,217.33	\$4,224.94
Lassen	3	350	\$335.49	\$1,257.55
Los Angeles	20	31,036	\$1,065.67	\$1,172.80
Madera	1	298	\$1,554.50	\$1,554.50
Marin	5	735	\$1,146.98	\$1,146.98
Mariposa	1	184	\$313.90	\$313.90
Mendocino	1	150	\$1,971.47	\$1,971.47
Merced	2	470	\$1,443.17	\$1,443.17
Modoc	1	12	\$2,583.50	\$3,833.50
Mono	1	42	\$1,058.57	\$1,058.57
Monterey	8	5,139	\$266.53	\$441.77
Napa	1	34	\$12,780.79	\$12,780.79
Nevada	3	216	\$1,498.83	\$1,498.83
Orange	10	3,553	\$2,779.70	\$3,346.27
Placer	3	1,003	\$892.20	\$892.21
Plumas	1	155	\$447.92	\$447.92
Riverside	5	1,291	\$4,260.14	\$4,457.10
Sacramento	3	1,529	\$2,830.05	\$3,036.41
San Benito	1	32	\$5,906.13	\$5,906.12
San Bernardino	6	10,394	\$584.07	\$602.76
San Diego	5	6,310	\$1,558.83	\$2,406.40
San Francisco	7	1,855	\$1,480.08	\$2,113.88
San Joaquin	4	2,594	\$763.08	\$883.62
San Luis Obispo	2	474	\$1,809.97	\$2,111.46
San Mateo	7	1,809	\$1,367.06	\$1,781.04
Santa Barbara	3	10,094	\$138.23	\$194.97
Santa Clara	5	6,590	\$882.60	\$882.60
Santa Cruz	2	311	\$2,816.64	\$3,056.12
Shasta	4	128	\$4,472.66	\$4,729.84
Siskiyou	2	43	\$3,578.00	\$3,578.00
Solano	6	1,628	\$845.94	\$845.94
Sonoma	7	600	\$2,665.09	\$2,723.42
Stanislaus	3	2,231	\$716.28	\$767.67
Sutter	3	154	\$1,822.28	\$3,138.01
Tehama	1	90	\$2,135.28	\$2,423.34
Trinity	1	19	\$2,345.89	\$4,451.16
Tulare	5	1385	\$932.49	\$932.70
Tuolumne	1	64	\$2,980.58	\$2,980.58
Ventura	6	1,807	\$1,484.92	\$1,484.92
Yolo	3	126	\$4,708.39	\$4,708.39
Yuba	2	54	\$3,814.31	\$3,814.31
<b>TOTALS</b>	<b>187</b>	<b>106,055</b>	<b>\$1,112.81</b>	<b>\$1,295.24</b>

<sup>2</sup> Includes interest earned on JJCPA funds.

## Appendix C

### Changes in County Arrest Rates Per 100,000 Juveniles Age 10-17<sup>3</sup>

County	Baseline (Year)	Current (2003)	Change	Expected Change	Meet/Exceed Expectations
Alameda	4,962 (2000)	4,104	-858	Decrease	Yes
Amador	6,656 (2002)	4,845	-1811	Decrease	Yes
Butte	6,250 (2002)	7,041	791	Increase	Yes
Calaveras	4,510 (2002)	5,987	1477	Increase	Yes
Colusa	2,821 (2002)	2,840	19	Increase	Yes
Contra Costa	4,213 (2002)	4,198	-15	No Change	Yes
Del Norte	4,514 (2002)	4,235	-279	Decrease	Yes
El Dorado	4,834 (2002)	4,618	-216	Decrease	Yes
Fresno	7,537 (2002)	6,984	-553	Decrease	Yes
Glenn	11,100 (2002)	10,707	-393	Decrease	Yes
Humboldt	7,228 (2002)	7,080	-148	Decrease	Yes
Imperial	3,278 (2002)	3,464	186	Increase	Yes
Inyo	4,250 (2002)	3,251	-999	No Change	Yes
Kern	8,538 (2002)	7,471	-1067	No Change	Yes
Kings	14,894 (2002)	14,075	-819	Decrease	Yes
Lake	4,930 (2002)	5,507	577	Increase	Yes
Lassen	8,000 (2002)	7,071	-929	Decrease	Yes
Los Angeles	4,319 (2002)	4,113	-206	Decrease	Yes
Madera	3,442 (2002)	2,849	-593	Decrease	Yes
Marin	6,324 (2002)	6,273	-51	Decrease	Yes
Mariposa	3,833 (2002)	2,848	-985	No Change	Yes
Mendocino	8,467 (2002)	9,675	1208	Increase	Yes
Merced	9,258 (2002)	9,049	-209	No Change	Yes
Modoc	1,455 (2002)	2,045	590	Increase	Yes
Mono	3,000 (2002)	3,640	640	No Change	No
Monterey	5,617 (2002)	5,194	-423	Decrease	Yes
Napa	4,167 (2002)	3,982	-185	Decrease	Yes
Nevada	9,048 (2002)	8,137	-911	Decrease	Yes
Orange	6,646 (1997)	3,750	-2896	Decrease	Yes
Placer	5,067 (2002)	4,432	-635	Decrease	Yes
Plumas	15,696 (2000)	10,102	-5594	Decrease	Yes
Riverside	3,984 (2002)	3,636	-348	Decrease	Yes
Sacramento	4,434 (2002)	4,425	-9	No Change	Yes
San Benito	6,090 (2002)	5,164	-926	No Change	Yes
San Bernardino	7,380 (2002)	7,041	-339	No Change	Yes
San Diego	5,388 (2002)	4,835	-553	Decrease	Yes
San Francisco	3,704 (2002)	3,208	-496	No Change	Yes
San Joaquin	8,147 (2002)	7,985	-162	Decrease	Yes
San Luis Obispo	4,301 (2002)	4,037	-264	Decrease	Yes
San Mateo	3,400 (2002)	3,457	57	No Change	No
Santa Barbara	7,196 (2002)	5,182	-2014	No Change	Yes
Santa Clara	4,715 (2002)	5,008	293	Increase	Yes
Santa Cruz	6,548 (2002)	6,117	-431	Decrease	Yes
Shasta	9,688 (2002)	9,440	-248	No Change	Yes
Siskiyou	7,104 (2002)	7,332	228	No Change	No
Solano	7,325 (2002)	7,200	-125	Decrease	Yes
Sonoma	5,769 (2002)	4,953	-816	Decrease	Yes
Stanislaus	6,767 (2002)	6,546	-221	Decrease	Yes
Sutter	4,150 (2002)	5,759	1609	Increase	Yes
Tehama	8,277 (2000)	6,891	-1386	Decrease	Yes
Trinity	9,929 (2002)	4,705	-5224	No Change	Yes
Tulare	7,268 (2002)	7,274	6	Increase	Yes
Tuolumne	7,630 (2002)	8,350	720	No Change	No
Ventura	8,048 (2002)	6,097	-1951	Decrease	Yes
Yolo	7,906 (2002)	5,845	-2061	Decrease	Yes
Yuba	5,566 (2002)	4,426	-1140	No Change	Yes
<b>All JJCPA Counties</b>	<b>5,250 (2002)</b>	<b>4,940</b>	<b>310</b>		

<sup>3</sup> Source data for Arrest Rates: Criminal Justice Center, California Department of Justice

**Appendix D**  
**Continuum of Responses to Juvenile Crime for JJCPA Programs**

County	Program	Prevention	Suppression/ Supervision	Intervention	Incapacitation
Alameda	Community Probation Program		x		
Alpine	Did not apply for funds	N/A			
Amador	Probation Officers on School Campuses	x		x	
Butte	After Schools Services - Boys & Girls Club	x			
	Alcohol and Drug Counseling for Native Americans	x			
	Family Treatment Program	x			
	Paradise Alternatives to Drugs	x		x	
	Butte County Drug Court	x		x	
Calaveras	Early Intervention Program	x		x	
	Intensive Supervision Program			x	
Colusa	Probation Resource Officer (PRO)	x		x	
Contra Costa	High Challenge Team Program	x		x	
	Expand the High School Challenge Team Program to Middle Schools	x		x	
	Community Probation Program	x	x	x	
	Safe Futures - Ranch Aftercare		x	x	
	Safe Futures - Summit Center	x	x	x	
	Safe Futures - Volunteers in Probation	x		x	
Del Norte	Wraparound Services			x	
El Dorado	Community Alliance to Reduce Truancy (CART)	x	x	x	
Fresno	Students Targeted with Opportunities for Prevention (STOP) Program	x		x	
Glenn	Personal Pathways	x		x	
Humboldt	Wraparound Humboldt: Empowered Families/Safe Involved Communities	x		x	
	New Horizons	x		x	
Imperial	Probation Officer on Campus	x	x	x	x
	Peer Court Expansion	x		x	
	PAL/SAL	x	x	x	

County	Program	Prevention	Suppression /Supervision	Intervention	Incapacitation
Inyo	Extended Day Program	x		x	
	Healthy Communities	x		x	
Kern	Early Intervention Program	x			
	Gang Intervention and Suppression Team		x	x	
	Repeat Offender Prevention Program			x	
Kings	Facilitating Accountability Victim Offender Restoration (FAVOR)	x		x	x
Lake	Project Return	x		x	
Lassen	Probation Alternatives in Community Environments (PACE)	x		x	
	Truancy Prevention and Reduction (TRP)	x		x	
	Mobile Multi-Disciplinary Treatment Services (MTS) Program	x		x	
Los Angeles	Mental Health Screening, Assessment and Treatment Program			x	
	Special Needs Court			x	
	Community Treatment Facilities Program	x		x	
	Multisystemic Therapy (MST Program)			x	
	School-Based Probation Supervision Program - Component A: High School Probation Group			x	
	Abolish Chronic Truancy (ACT) Program	x		x	
	Extended Day Community Supervision Program			x	
	Gang Intervention Program			x	
	Youth Substance Abuse Intervention	x		x	
	Gender Specific Services - Component A: Camp Program			x	
	After School Enrichment and Supervision	x		x	
	Housing Based Day Supervision	x		x	
	Law Enforcement Prevention Program	x			
	Intensive Transition Services Program			x	
	Inside Out Writing Program				x
	School Based Probation Supervision Program - Component B: High School At-Risk Group	x			

County	Program	Prevention	Suppression /Supervision	Intervention	Incapacitation
Los Angeles (continued)	School Based Probation Supervision Program - Component C: Elementary/Middle School Probation Group			x	
	School Based Probation Supervision Program - Component D: Elementary/Middle School At-Risk Group	x			
	Gender Specific Services - Component B: Juvenile Hall Program			x	
	Gender Specific Services - Component C: Community-Based Program	x			
Madera	Stop Truancy Opportunity Program (STOP)	x	x	x	
Marin	Marin Drug Court Expansion	x	x	x	
	Phoenix Academy Expansion Academic and Therapeutic Program	x	x	x	
	Day Treatment Expansion: Phoenix Academy and County Community Programs	x	x	x	
	Victim/Offender Restoration Program Expansion	x	x	x	
	Expanded Mental Health Services In Juvenile Hall		x	x	x
Mariposa	School Based Truancy Intervention	x		x	
Mendocino	Comprehensive Assessment Center	x		x	
Merced	School Probation Officer	x		x	
	Probation Mentors	x		x	
Modoc	Youth Empowerment Services	x	x	x	
Mono	Recreation/Mentor Program			x	
Monterey	Silver Star – The Rancho Natividad Program	x		x	
	Juvenile Drug Court Program			x	
	Truancy Mediation Program – District Attorney/County Probation			x	
	Victim Offender Reconciliation Program of the Central Coast			x	
	Rising Eagle Youth Services			x	
	2nd Chance Tattoo Removal Assistance Program			x	



County	Program	Prevention	Suppression /Supervision	Intervention	Incapacitation
Monterey (continued)	Sunrise House Program	x		x	
	Repeat Offender Prevention Program (ROPP)	x		x	
Napa	Youth and Family Resource Network	x		x	
Nevada	School Resource Officer and Community Outreach			x	
	Emergency 601 Bed Space	x		x	
	Intensive Wrap Around Services for High Risk Minors	x	x	x	
Orange	8% Program Expansion			x	
	Youth & Family Resource Center (North Challenge Program)			x	
	Addiction, Substance Abuse Education and Recognition Treatment (ASERT)			x	x
	Juvenile Drug Court			x	
	64-Bed Treatment Program for Older Boys		x	x	x
	Decentralized Intake/Sheriff's Prevention Program	x		x	
	Truancy Response Program			x	
	School Mobile Response Team	x	x	x	x
	Substance Abuse Treatment Program			x	
	Programming for Girls			x	
Placer	Crisis Resolution Center (CRC)	x			
	Youth Resource Center (YRC)			x	
	Juvenile Detention Facility (JDF)				x
Plumas	Intensive Supervision			x	
Riverside	Youth Accountability Teams (YAT)	x			
	Youth Street Gang Diversion Program: Project Bridge	x	x	x	x
	Family Violence Intervention Program	x		x	
	Youth Accountability Board	x		x	
	Youth Court			x	
Sacramento	Day Reporting Center			x	
	Healthy Teen Mothers Program (HTMP)			x	
	Neighborhood Alternative Center	x		x	

County	Program	Prevention	Suppression /Supervision	Intervention	Incapacitation
San Benito	Early Intervention Program			x	
San Bernardino	House Arrest Program	x		x	
	SUCCESS Program		x	x	
	Day Reporting Center	x		x	
	School Probation Officer Program	x		x	
	Lets End Truancy (LETS	x		x	
	Preventing Repeat Offenders	x		x	
San Diego	Breaking Cycles			x	x
	Juvenile Delinquency Drug Court		x	x	
	Repeat Offender Prevention Program (ROPP)	x	x	x	
	Truancy Suppression Project (TSP)		x		
	CAT/WINGS Teams	x		x	
San Francisco	Community Assessment and Referral Center			x	
	Life Learning Academy	x		x	
	Safe Haven Programs	x		x	
	Beacon Case Management	x		x	
	Girls Services			x	
	Intensive Home-Based Supervision		x	x	
	Impact Community High School Program	x		x	
San Joaquin	Crossroads	x		x	
	Probation Officers on Campus	x	x	x	
	Family Focused Intervention Team	x			
	Neighborhood Service Centers	x		x	
San Luis Obispo	Intensive Community Diversion (ICD) Program	x		x	
	Mountain View Vocational School	x		x	
San Mateo	Juvenile Assessment and Referral Center	x		x	
	Youth and Family Resource Center	x	x	x	x
	Afterschool Homework Centers	x			
	Repeat Offender Expansion	x	x	x	
	In-home Intensive Intervention Program	x		x	
	Court Community School Counseling			x	
	Literacy/Numeracy Instruction and Learning Program	x			

County	Program	Prevention	Suppression /Supervision	Intervention	Incapacitation
Santa Barbara	Truancy Mediation Services			x	
	Initial Assessment/First Offender Intervention			x	
	Aftercare Services Program		x		
Santa Clara	Restorative Justice Program/Victim Services	x		x	
	Multi –Agency Assessment Center	x	x	x	
	Community Based Aftercare Program	x		x	
	Truancy Reduction Services	x		x	
	Personal Enhancement Program	x		x	
Santa Cruz	Community Accountability Program (CAP)	x		x	
	Strength-Based Treatment, Assessment, and Recovery Program (STAR)	x		x	
Shasta	School Resource Officer Outreach	x		x	
	Juvenile Assessment Center Extra	x		x	
	Emotionally Disturbed Minors Program		x	x	
	Strategies Upon Camp Commitment Enhancing Self-Esteem & Success "Success"		x	x	
	Sex Offender Treatment Program		x	x	
Sierra	Did not apply for funds	N/A			
Siskiyou	Domestic/Family Violence - A family-focused Case Management Approach	x	x	x	
	Primary Intervention Program				
Solano	Vallejo Day Reporting Center		x	x	
	Detention Multidisciplinary Team	x		x	
	Intensive Probation Supervision for Young Women			x	
	Family Probation	x		x	
	Intensive Probation for Drug Offenders			x	
	Enhanced Diversion Services	x		x	
Sonoma	Early Intervention: Adoption of Functional Family Therapy Model	x		x	
	Early Intervention: Initiation of Family Group Conferencing	x		x	

County	Program	Prevention	Suppression /Supervision	Intervention	Incapacitation
Sonoma (continued)	Probation Officers on Selected High School Campuses	x	x	x	
	Aftercare Services: Day Reporting Center		x		
	Aftercare Services: Mentoring Program		x	x	
	Family Violence Prevention Program	x		x	
	Gang Risk Intervention and Suppression Program		x	x	
Stanislaus	Day Reporting Center			x	
	High Risk Offender Program		x	x	
	Home Supervision Program		x	x	
Sutter	Stepping Stones Aftercare Program		x		x
	AFTER 3	x		x	
	Functional Family Therapy Program	x		x	
Tehama	Juvenile Challenge Program	x		x	
Trinity	Delinquency Prevention Program	x	x	x	x
Tulare	Restorative Justice Program (NAB)	x	x	x	x
	After-School Enrichment Program	x		x	
	Youth Service Centers Program	x		x	
	Porterville PAL Program	x		x	
	Ember Program (Aftercare Program)			x	x
Tuolumne	School Probation Officer	x	x	x	
Ventura	Aftercare/Day Reporting Centers Program			x	x
	Enhanced Institutional Services				x
	Truancy Habits Reduced Increases Vital Education (THRIVE)			x	
	Gang Violence Prevention Program		x	x	
	Expansion of Early Intervention Program			x	
	HOPE			x	
Yolo	Juvenile Violence Court and Intervention Program	x	x	x	
	Juvenile Drug Court and Intervention Program	x	x	x	
	Yolo County Conservation Partnership	x	x	x	
Yuba	Stepping Stones Aftercare Program	x	x	x	
	Putting Out Winners (POW)	x		x	